now part of

Medway Campus 2022 University Travel Plan

University of Kent

On behalf of **University of Kent**

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1 Introduction

1.1 Overview

1.1.1 Peter Brett Associates (PBA), now part of Stantec, has been commissioned by the University of Kent (UoK) to prepare a Travel Plan (TP) for Medway Campus in support of the new masterplan proposals.

1.1.2 The UoK is one of the country's leading academic institutions producing world-class research, rated internationally excellent and leading the way in many fields of study. UoK is spread across three campuses: Canterbury, Medway and Tonbridge.

1.2 Background

1.2.1 The University of Kent prepared a TP for its Canterbury Campus in 2018, which was an update to the 2006, 2010 and 2015 versions prepared in support of various building developments on the campus. Since then, the TP has been continually monitored, reviewed and updated in response to operational requirements of the University and to meet planning requirements.

1.2.2 This TP incorporates similar measures and targets included within the UoK's Canterbury TP as well as new schemes and initiatives to meet aims and objectives set for the Medway campus. To control and enhance its environmental performance and resilience, identify environmental opportunities and manage risks the University is committed to operating an Environmental Management System to ISO 14001. This TP will support ISO 14001.

1.3 Site Context

1.3.1 UoK's Medway Campus is located close to the towns of Rochester, Chatham and Gillingham, in the conurbation of Medway, in the county of Kent. The campus has good transport links, easily accessible via the motorway network, rail links and local bus services.

1.3.2 Table 1.1 displays the most recent head counts of the students and staff based at the Medway Campus.

Table 1.1 – Medway Campus Staff and Student Headcount

Staff / Student	Full Time / Part Time	Headcount
Staff	FT	
	PT	
Student	FT	
	PT	

1.4 Scope

1.4.1 The scope of this TP is to consider all aspects of travel behaviour associated with the University, including:

- Staff and student access to the site by car and sustainable means;
- Business travel;
- Visitor access;
- Deliveries and servicing; and
- Safety, health and wellbeing with regards to travel.

1.5 Aim

1.5.1 The overall aim of the TP is to review current transport and travel behaviour around the Medway Campus and to set clear objectives and targets to reduce single occupancy car use. This TP should also assist the University with reducing the impacts caused by movement and transport to the environment and improve health and wellbeing for everyone, whilst ensuring the University can operate effectively as an academic institution.

1.5.2 Growth of the University should be facilitated by implementing a car park strategy which provides the necessary headroom for this growth, as well as a management strategy that is acceptable to Kent County Council for balancing supply and demand in the long term.

1.6 Report Structure

1.6.1 Following this introductory chapter, this TP has been structured in the following format:

- **Chapter 2** provides a review of the relevant national and local policy and guidance;
- **Chapter 3** details the objectives and targets;
- **Chapter 4** details existing conditions of the University's Medway campus;
- **Chapter 5** proposes the Travel Plan measures to be implemented;
- **Chapter 6** discusses the approach to management, monitoring and review;
- **Chapter 7** sets out the implementation programme for the Travel Plan and;
- **Chapter 8** concludes the report

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2 Policy and Guidance Review

2.1 Introduction

2.1.1 This travel plan has been prepared in line with relevant national and local policy and guidance. The relevant policies have been identified and detailed in this section.

2.1.2 The policies covered are as follows:

- National policies:
  - National Planning Policy Framework (2018);
  - Planning Practice Guidance: Travel plans, Transport Assessments and Statements in Decision-Taking (2014); and
  - 'Creating Growth, Cutting Carbon - Making Sustainable Local Transport Happen' (2011).
- Local policies:
  - The Local Transport Plan for Kent: Delivering Growth without Gridlock (2016 – 2031).

2.2 National Policy and Guidance

National Planning Policy Framework (2018)

2.2.1 The Department for Communities and Local Government published the National Planning Policy Framework (NPPF) in March 2012. This has been replaced by the Revised National Planning Policy Framework published in July 2018. This forms a key part of the Government's reforms to make the planning system less complex and more accessible, to protect the environment and to promote sustainable growth.

2.2.2 In terms of promoting sustainable transport, paragraph 102 states: "*transport issues should be considered from the earliest stages of plan-making and development proposals, so that:*

- *The potential impacts of development on transport networks can be addressed;*
- *Opportunities from existing or proposed transport infrastructure, and changing transport technology and usage, are realised – for example in relation to the scale, location or density of development that can be accommodated;*
- *Opportunities to promote walking, cycling and public transport use are identified and pursued;*
- *The environmental impacts of traffic and transport infrastructure can be identified, assessed and taken into account – including appropriate opportunities for avoiding and mitigating any adverse effects, and for net environmental gains; and*
- *Patterns of movement, streets, parking and other transport considerations are integral to the design of schemes, and contribute to making high quality places*."

2.2.3 Paragraph 111 states "*all developments that will generate significant amounts of movement should be required to provide a travel plan*".

National Planning Practice Guidance (2014)

2.2.4 Whilst the NPPF was updated in July 2018, the National Planning Practice Guidance (NPPG) has not yet been updated to refer to the updated NPPF. However, the most up to date guidance has been reviewed for this TP.

2.2.5 The NPPG web-based resource was published on 6th March 2014 by the Department for Communities and Local Government (DCLG). This resource collates relevant planning practice guidance and provides links between NPPF and relevant legislation and guidance.

2.2.6 The following principles are identified:

"*Transport Assessments and Transport Statements primarily focus on evaluating the potential transport impacts of a development proposal. (They may consider those impacts net of any reductions likely to arise from the implementation of a Travel Plan, though producing a Travel Plan is not always required). The Transport Assessment or Transport Statement may propose mitigation measures where these are necessary to avoid unacceptable or "severe" impacts. Travel Plans can play an effective role in taking forward those mitigation measures which relate to on-going occupation and operation of the development."*

"Travel Plans should, where possible, be considered in parallel to development proposals and readily integrated into the design and occupation of the new site rather than retrofitted after occupation."

"Travel Plans are long-term management strategies for integrating proposals for sustainable travel into the planning process. They are based on evidence of the anticipated transport impacts of development and set measures to promote and encourage sustainable travel (such as promoting walking and cycling)."

"The primary purpose of a Travel Plan is to identify opportunities for the effective promotion and delivery of sustainable transport initiatives e.g. walking, cycling, public transport and tele-commuting, in connection with both proposed and existing developments and through this to thereby reduce the demand for travel by less sustainable modes".

2.2.7 The previous Good Practice Guidelines document contained a *'Travel Plan Pyramid'* (**Figure 2.1**) which illustrates the measures and actions that can be used when creating a Travel Plan. Whilst this document is no longer current, the principles set out in the pyramid remain relevant when considering and preparing Travel Plans.

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Marketing, promoting, awareness raising, monitoring and review
Services and facilities, e. g. public transport; parking management
Co-ordinator – to develop further measures
Physical measures – e.g. walking & cycling friendly design, facilities that reduce the need to travel & parking restraint
Location – proximity to existing facilities and services

Figure 2.1 – Travel Plan Pyramid (DfT)

2.3 Local Policy and Guidance

The Local Transport Plan for Kent: Delivering Growth without Gridlock (2016 – 2031)

2.3.1 The Kent Local Transport Plan brings together Kent County Council's local transport policies, looking at local schemes and issues as well as those looking at a countrywide and national significance.

2.3.2 The plan has five desired outcomes:

- Outcome 1: Economic growth and minimised congestion;
- Outcome 2: Affordable and accessible door-to-door journeys;
- Outcome 3: Safer travel;
- Outcome 4: Enhanced environment; and
- Outcome 5: Better health and well-being.

Medway Local Transport Plan: Moving Forward Together (2011 – 2026)

2.3.3 The Medway Council Local Transport Plan sets out the strategic policy for sustainable transport in Medway between 2011 and 2026. This will support the continued regeneration of Medway enabling efficient and safe movement in the area.

2.3.4 The Plan sets out the following five priorities:

- Priority 1: To support Medway's regeneration, economic competitiveness and growth by securing a reliable and efficient local transport network;
- Priority 2: To support a healthier natural environment by contributing to tackling climate change and improving air quality;
- Priority 3: To ensure Medway has good quality transport connections to key markets and major conurbations in Kent and London;
- Priority 4: To support equality of opportunity to access employment, education, goods and services for all residents in Medway; and
- Priority 5: To support a safer, healthier and more secure community in Medway by promoting active lifestyles and by reducing the risk of death, injury or ill health or being the victim of a crime.

2.3.5 On the particular subject of TPs, the Plan states "Travel Plans will be developed through the planning process and partnership working with key stakeholders and employers to encourage modal shift. Travel Plan outcomes will focus on:

- Increasing active travel by encouraging walking and cycling;
- Promoting public transport use;
- Improving accessibility to goods, services and employment for people without access to a car;
- Reducing the need to travel, particularly during peak periods;
- Proactively monitoring the success of travel plans associated with new development and seeking additional measures if targets are not achieved; and
- Car sharing schemes.

Following the success of travel plans initiated during LTP2, the development of new travel plans during LTP3 will focus on the following major traffic generators:

- Existing and new schools without an active travel plan;
- Major new residential developments; and
- Further and higher education establishments.

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3 Existing Conditions

3.1 Introduction

3.1.1 This chapter details the site location and the existing transport infrastructure available to the site, as well as the current parking strategy in place at the Medway Campus.

3.2 Site Location

3.2.1 The University of Kent's Medway Campus is in North Kent, close to the towns of Rochester, Chatham and Gillingham. Kent is in the South-East of England, bordering the counties of Surrey and Sussex. It is spread across two sites (Pembroke and The Historic Dockyard) on opposite sides of Dock Road. There are teaching and social facilities at both sites.

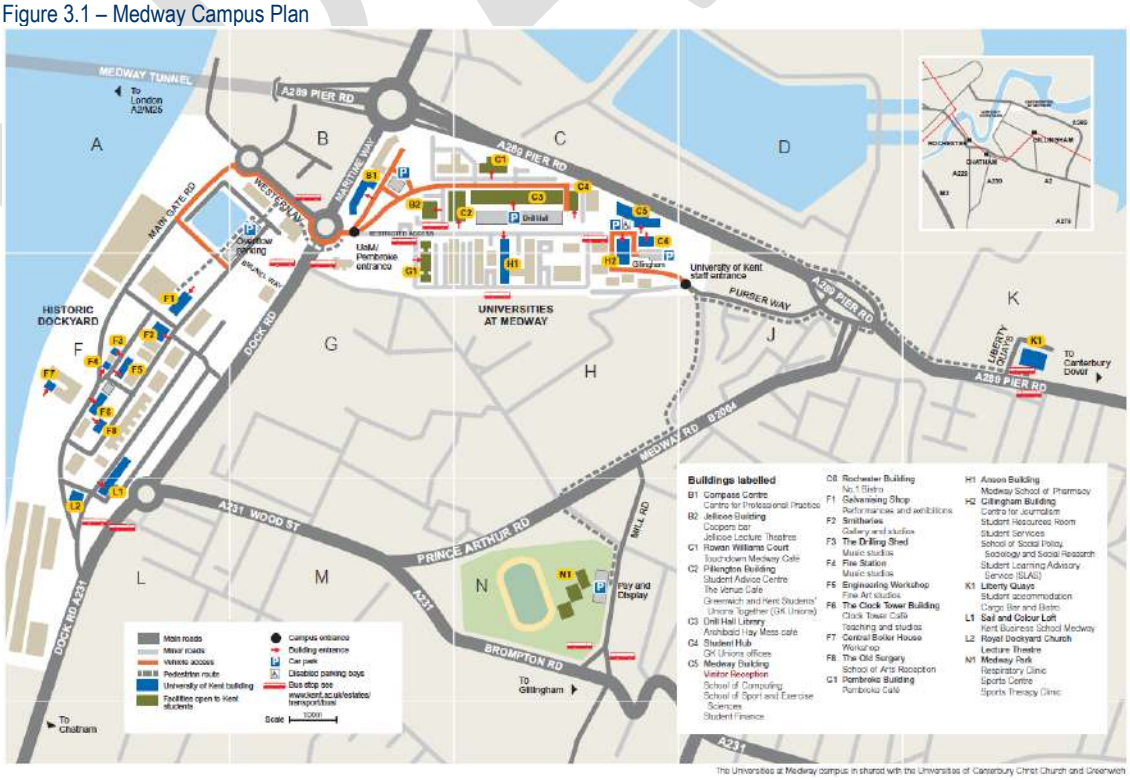
3.2.2 Vehicle access is granted to both sites from the Dock Road / Maritime Way / Western Avenue roundabout, as illustrated on **Figure 3.1**.

3.3 Access by Active Modes

3.3.1 Pedestrian access is granted to the Pembroke site from Purser Way and Cumberland Road to the east and Dock Road to the west. The Historic Dockyard site is accessed by pedestrians from Dock Road. This is illustrated on **Figure 3.1**.

3.3.2 Shared pedestrian / cycleways are provided alongside the surrounding roads of Pier Road, Maritime Way, Dock Road and Prince Arthur Road which allows for a safe and efficient journey to the campus by active modes from the local area. Cycle facilities are provided at signalised junctions on The Brook, as well as an occasional cycle lane, meaning there is a safe route from Chatham to the campus.

Figure 3.1 – Medway Campus Plan



3.3.3 National Cycle Route (NCR) 1 passes by the campus along Pier Road, Maritime Way and Dock Road. NCR 1 stretches all the way from Dover to the Shetland Islands; but locally it provides connections to Rainham, Newington and Sittingbourne to the east and Chatham, Rochester and Gravesend to the west.

3.4 Access by Public Transport

Access by Rail

3.4.1 Chatham and Gillingham railway stations are the most accessible stations for the campus and have regular services from Charing Cross, Waterloo East, London Bridge, Cannon Street, London Victoria, London St Pancras International, Ramsgate and Dover.

3.4.2 The University is a short bus or taxi ride from both stations. Chatham station is 2.3 miles from the campus, approximately five minutes away by bus or 12 minutes by bicycle. Gillingham station is 1.2 miles from the campus, approximately eight minutes away by bicycle and ten minutes away by foot or bus. Both stations are managed by South Eastern Railway.

3.4.3 The average journey times to and from Gillingham and Chatham station to selected direct destinations is shown in Table 3.1.

Table 3.1 – Rail Journey Times to Key Direct Destinations

Destination	Average Journey Time from Chatham Station	Average Journey Time from Gillingham Station
Dover Priory	98 minutes	94 minutes
Ramsgate	68 minutes	64 minutes
Margate	56 minutes	52 minutes
Herne Bay	40 minutes	36 minutes
Faversham	28 minutes	24 minutes
Sittingbourne	16 minutes	12 minutes
Rochester	4 minutes	8 minutes
Gravesend	20 minutes	24 minutes
Ebbsfleet International	22 minutes	26 minutes
Stratford International	34 minutes	38 minutes
Dartford	36 minutes	40 minutes
London St Pancras International	42 minutes	46 minutes
London Victoria	52 minutes	56 minutes
London Bridge	80 minutes	84 minutes
London Blackfriars	88 minutes	92 minutes

Access by Bus

3.4.4 Two buses run through the Pembroke site, the 116 and the 191 buses. Both services offer connections to Chatham and Gillingham; the 116 also serves Twydall, Parkwood and Hempstead Valley, and the 191 also serves Grain, Lower Stoke, Allhallows, Hoo and Rochester. Both services are operated by Arriva.

3.4.5 There are also bus stops either side of Dock Road which serve the 100, 116, 151, 170, 175 and 190 services. These services are summarised in Table 3.2.

Table 3.2 – Summary of Local Bus Services

Route	Operator	Destinations	Nearest Stop	Frequency (mins)		
				Mon-Fri	Sat	Sun
100	Arriva Kent & Surrey	Chatham – St Mary's Island	Dock Road	60	60	No service
116		Hempstead Valley – Gillingham – Chatham	On Campus	30	30	No service
190		Chatham – Rochester – Strood – Gravesend	Dock Road	20	20	15 (limited stops)
191		Grain – Rochester – Chatham – Gillingham	On Campus	20	10	60
170	ASD Coaches	Chatham – Medway Valley Park	Dock Road	60	60	No service
151	Nu – Venture	Chatham – Rochester – Kings Hill	Dock Road	60	60	120
175		Chatham – Strood – Lodge Hill	Dock Road	60	No service	No service

3.4.6 A map showing the routes of these services locally is attached as Appendix A.

3.4.7 UoK also provide a free campus shuttle between the Medway and Canterbury campuses. The service is only available to UoK students and staff on production of a valid KentOne card (ID) or Kent Union staff card. It operates seven days a week, term time only, with an hourly service on weekdays and a two-hourly service at the weekend. The journey takes approximately 50 minutes.

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Coaches

3.4.8 The closest National Express coach stop is in Rochester, which can be accessed by the number 191 bus from the campus. It can also be accessed by bicycle in approximately 15 minutes. This offers connections to surrounding destinations such as Canterbury, Margate, Ramsgate, Dover, Folkestone, Ashford and Dartford. There are many stops in London that are accessible too, plus Heathrow, Gatwick, Luton and Stanstead airports. More information can be found at the National Express website (https://www.nationalexpress.com/en).

3.5 Sea and Air

3.5.1 Five airports are located within the London area: Heathrow, Gatwick, Luton, Stanstead and London City, all of which are accessible by rail (not direct), and some of which are accessible by National Express coach from Rochester.

3.5.2 The channel tunnel, located in Folkestone, and Dover Port offer connections to France. These locations can be accessed by rail (not direct) and National Express coach.

3.6 Traffic Management on Campus

3.6.1 Traffic is managed by signage and a parking management system using coloured zones for permit holders and Pay & Display for visitors. Traffic Management Plans are developed to assist with the management of traffic and pedestrian movement for a variety of large university business events held throughout the year, such as recruitment for new students.

3.6.2 Drivers must adhere to the University Regulations for the Management of traffic. University own service vehicles can use other areas of the Estates, but all drivers must comply with the regulations of Traffic, adhere to the driving at Work standard, the Vehicle Management Policy and associated processes.

3.7 Parking on Campus

3.7.1 The university Medway campus is not situated in the centre of a large urban town or city therefore there are few public car parks within the near vicinity of the campus. Drill Hall car park is the largest staff and student car park, with Johnson Avenue car park available for staff to use. These car parks are illustrated in Figure 3.2.

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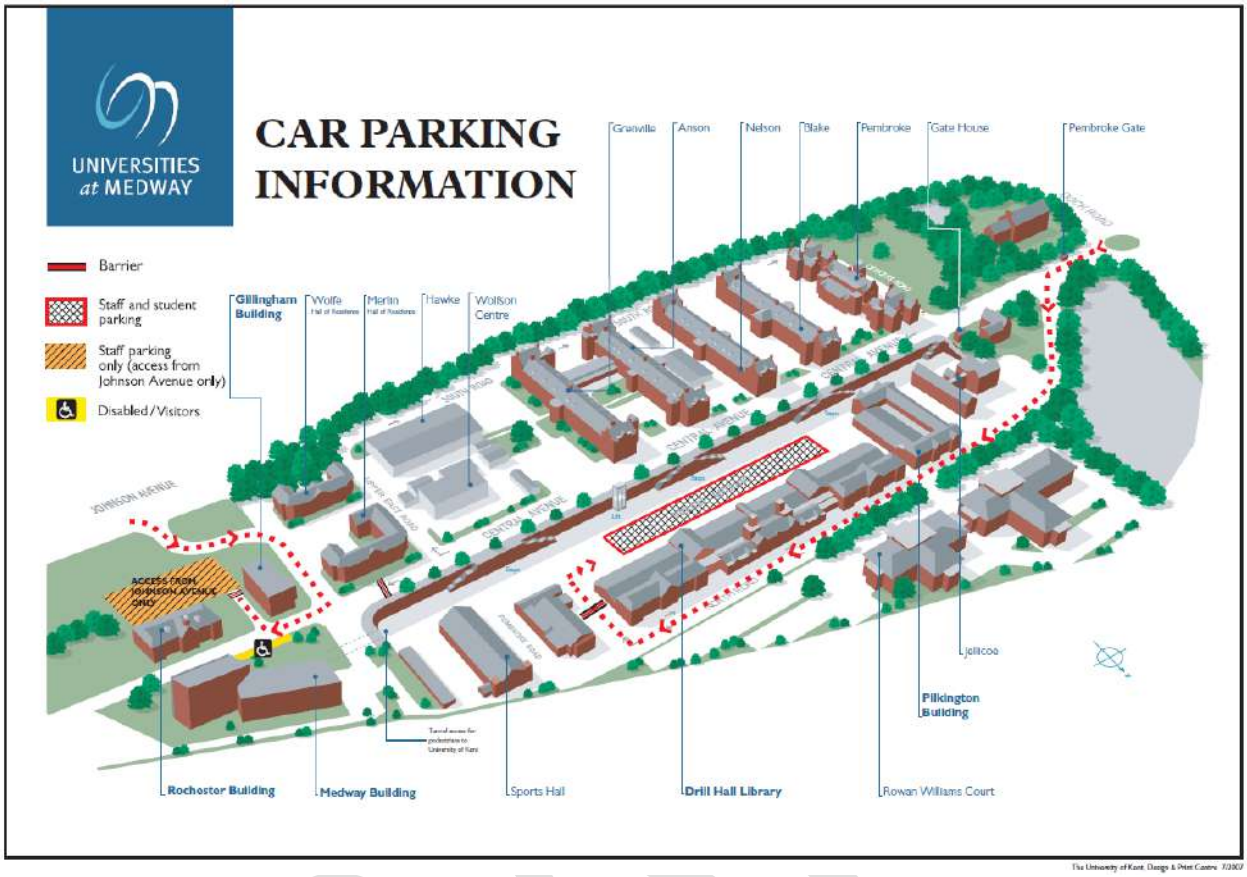

Figure 3.2 – Medway Campus Car Parking Map

3.7.2 Parking at the campus is limited and operated by a permit system, so all staff and students are encouraged and advised to travel to the site by public transport where possible.

3.7.3 The Medway Campus operates an exclusion zone that restricts who can apply for a parking permit at the campus. If you live in the exclusion zone you cannot apply for a permit. This includes the student residences on campus, as well as all those living in the following postcodes:

- ME1 1**;
- ME4 3**;
- ME4 4**;
- ME4 5**;
- ME4 6**;
- ME7 1**;
- ME7 2**;
- ME7 4**; and
- ME7 5**.

3.7.4 Tables 3.3 and 3.4 show the current price for the available permits, and Table 3.5 outlines the parking charges for visitors.

Table 3.3 – Student Parking Charges

Length of permit	12 month	3 month	1 month	1 day
Pink & Blue Permit	£30.00	£7.50	£5.00	£0.50
Blue Zone only permit	£20.00	£5.00	£4.00	£5.00
Gov Blue Badge	Free	Free	Free	Free

Table 3.4 – Staff Parking Charges

Length of permit	12 month	3 month	1 month	1 day
Salary band £1-£25,000 Pink & Blue Zone permit	£30.00	£7.50	£4.00	£0.50
Salary band £25,001-£37,000 Pink & Blue Zone permit	£50.00	£12.50	£4.00	£0.50
Salary band above £37,000 Pink & Blue Zone permit	£75.00	£18.75	£4.00	£0.50
All salary bands for Blue Zone only permit	£20.00	£5.00	£4.00	£0.50
Gov Blue Badge	Free	Free	Free	Free

Table 3.5 – Visitor Parking Charges

Location	Up to 3 Hours	All Day

3.7.5 Motorcycle parking is provided on campus at no charge.

Accessible Parking

3.7.6 The UoK is committed to ensuring that all staff and students are able to access the university campus and are not discriminated against, in accordance with the Disability Discrimination Act (1995).

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3.7.7 Accessible parking bays are available next to the university Medway Building and can be used for those accessing the Gillingham and Rochester Buildings, as well as the Medway building. For the Pilkington Building, the Drill Hall car park is available for those with restricted mobility and for the Historic Dockyard, accessible parking bays are available in front of the Admiral Offices. These bays can be used by any person who has an Accessible Bay permit and/or Government Blue Badge.

Car Sharing

3.7.8 The University promotes car sharing at the site to those students and staff making similar trips to the site.

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4 Travel Patterns

4.1 Introduction

4.1.1 In XX the UoK Transport Team undertook a staff and student travel survey to establish how people are commuting to and from the Medway Campus. The survey was completed by 159 students and 87 members of staff.

4.2 Travel Plan Survey

Mode Share

4.2.1 Table 4.1 outlines the mode share results from the survey.

Table 4.1 – Main Mode of Travel to and from the University

Main Mode of Travel	Students		Staff		Total	
	No.	%	No.	%	No.	%
Walk	88	55.35%	5	5.75%	93	37.80%
Cycle	5	3.14%	6	6.90%	11	4.47%
Car Driver on own	25	15.72%	58	66.67%	83	33.74%
Car Share as Driver	0	0.00%	2	2.30%	2	0.81%
Car Share as Passenger	4	2.52%	3	3.45%	7	2.84%
Bus	19	11.95%	3	3.45%	22	8.94%
Train	4	2.52%	5	5.75%	9	3.66%
Motorcycle / Moped	1	0.63%	1	1.15%	2	0.81%
Taxi	1	0.63%	0	0.00%	1	0.41%
Campus Shuttle Bus	12	7.55%	4	4.60%	16	6.50%
Total	159	100.00%	87	100.00%	246	100.00%

4.2.2 The biggest proportion of students walk to campus at 55.4%. 15.7% of students drive to the campus.

4.2.3 The biggest proportion of staff drive to the campus at 66.7%.

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Bus Travel

4.2.4 Staff and students that said they travelled by bus were asked how much they agreed with the following statements:

- *"Arriva buses to and from campus are frequent enough for my needs"*; and
- "*Arrive bus times to and from campus work well for me".*

4.2.5 Approximately 28% of Medway students agree that Arriva buses to and form campus are frequent enough for their needs, however over 65% of students disagree or strongly disagree that they are frequent enough for their needs. There were a number of comments from students relating to the poor frequency of the 191 and 116 services.

4.2.6 Approximately 67% of staff agree that services are frequent enough.

4.2.7 The student response to the second statement was mixed with approximately half disagreeing or strongly disagreeing that bus times work well for them.

4.2.8 Approximately a third of staff responses disagreed or strongly disagreed that bus times work for them.

Train Travel

4.2.9 The results of the survey found that the majority of students travelling by train arrived at Chatham station, whereas the majority of staff travelling to the campus by train arrived at Gillingham station.

4.2.10 Generally, both staff and students agreed that it would be helpful to have the ability to purchase and collect train ticket on campus.

4.2.11 Just under 30% of staff that travel by train agreed or strongly agreed that they would be interested in paying monthly deductions in their salary for a rail season ticket.

Walking and Cycling Travel

4.2.12 80% of students thought that there are enough lockable cycle shelters on the campus, however 60% of staff did not think there were enough. The following suggestions were given as locations for additional cycle shelters:

- Chatham Dockyard, behind the church;
- Outside the Sail and Colour Loft;
- Behind the library at Pembroke Campus; and
- Medway Park.

4.2.13 The majority of staff and students agreed that there were not enough showers or lockers for cyclists on the campus. Students and staff also generally agreed that there could be improvements made to the local cycle network on and off campus.

4.2.14 Approximately 42% of students agreed or strongly agreed that they would be interested in a cycle scheme on campus similar to the Santander scheme in London, compared to the 41% of staff.

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4.2.15 Generally, staff and students say that it is easy to find your way around the Medway Campus on foot, and the signage for pedestrians is clear.

4.3 Postcode Plot Maps

4.3.1 Four postcode plot maps are included within Appendices B, C, D and E. These show the approximate living location of staff and students along with isochrones showing travel time to the campus by walking, cycling, driving and public transport.

4.3.2 The postcode plot maps show that there is some potential to car share, which will be explored by the university as outlined in Section 6.5.

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5 Objectives and Targets

5.1 Objectives

5.1.1 This Travel Plan has the overall objective to reduce single occupancy car trips to and from the campus during the peak periods. This will be regulated by keeping overall parking numbers at current levels, as a control for vehicular trips generated by the university. The transport impact on surrounding roads and environment of future development at the university, should also be minimised. This impact should be lessened whilst the university continues to operate affectively as an academic institution.

5.1.2 This Travel Plan will provide equitable transport choices and promote sustainable growth of the University.

5.2 Targets

5.2.1 To assist with meeting these objectives the University aims to reach the following targets:

- Currently 67% of staff travel to work in a single occupancy car, the target will be to reduce this by 10% to 57% by 2022;
- Currently 5% of staff car share to work, the target will be to increase this to 10% by 2022;
- To increase the number of people making use of the Dr Bike service; and
- To reduce the number of staff individual parking permits purchased by 10% and to increase the number of car sharing permits purchased by 10%.

5.3 Summary

5.3.1 This Travel Plan has the objective to improve sustainable travel in and around the Medway Campus whilst ensuring quality expansion of the academic institution is not compromised. The six targets of this TP all adopt SMART criteria to ensure the best possible outcomes of the Travel Plan.

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6 Monitoring, Management & Review

6.1 Introduction

6.1.1 It is essential to monitor the success of a Travel Plan to ensure initiatives of the document are having the desired effect on peoples travel behaviour. This section will detail how reviews of the aims, objectives and targets set out within this plan will be documented.

6.2 Travel Plan Coordinator

6.2.1 The responsibility for the maintenance of the Travel Plan lies with the Travel Plan Coordinator (TPC). The TPC will undertake ongoing monitoring and evaluation of travel issues to review and develop the travel Plan.

6.2.2 The TPC is the individual responsible for the day to day running, promotion and implementation of the TP, as well as being the contact that helps others with transport issues. The role and responsibilities of the TPC include:

- Implementing TP measures;
- Liaising with staff and students and promoting sustainable travel;
- Liaising with stakeholders, including the Local Planning and Transport Authorities;
- Monitoring the effectiveness of the TP which includes undertaking annual Travel Surveys; and
- Reviewing the TP and preparing Action Plans and the Annual Monitoring report.

6.3 Monitoring and Review

6.3.1 Table 6.1 details how each type of review will be documented.

6.3.2 Annual surveys will be undertaken to give an overview of the travel behaviour of staff and students at the Campus. These will feed into quarterly and annual reports.

6.3.3 Where quartile reports are completed, updates will include the methodology of how and where results have been recorded. These reports will be delivered by:

- September (including months May, June, July);
- January (including months August, September, October);
- March (including months November, December, January); and
- June (including months February, March, April).

6.3.4 Annual reports will consider the information presented in the Quartile reports and will be based on information received from August to July each year and presented by January, with the aim to establish patterns, similarities, disparities, trends and formulate a reason for what these patterns might mean.

6.3.5 It is recognised that the travel plan is a working document and its annual updates will reflect the necessary changes where appropriate, to ensure that the University will continue to

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operate effectively as an academic institution and as the development of the Estates Master Plan is completed.

Table 6.1 – Monitoring and Review

Type of Review	Documentation reported in
Travel plan actions	Annual report
Review Service Level Agreement	Annual report
Review Movement & Transport Strategy	Annual report
Number and type of parking permits sold each month/year to staff, students and associates	Quartile and annual report
Number and type of visitor/contractor parking permit requests and use of visitor P&D car parks compared to type of vehicle	Quartile and annual report
Number of parking bays and type of bays available established as part of the annual car park and associated signage audit	Annual report
Number of parking bays and location temporarily lost to contractor compounds and events or car park disruptions	Quartile and Annual report
Number of vehicles being issued with Parking Charge Notices and the infringement and locations they are being issued for/at	Quartile and Annual report
Carbon emissions produced by commuting to the campus from data collated from the parking permit applications of what type of vehicle, when and distance travelled	Annual report
Number of staff and students participating in the online carshare database (Liftshare)	Quartile and Annual report
Number of staff who have set up an agreement to use the cycle to work scheme	Quartile and Annual report
Number of staff and students using the Dr Bike initiative	Quartile and Annual report
Number of shower facilities, bicycle parking bays, number of bicycles parked on campus and if any changes have occurred to the type of faculty provided as part of the results of the annual bicycle audit	Annual report
Number of cycle bays temporally lost and reason for disruption	Quartile and Annual report

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Type of Review	Documentation reported in
Number of complaints received about sustainable travel services provided by the university and by external transport providers	Quartile and Annual report
Number and type of bus ticket sales to staff	Quartile and Annual report
Number of students purchasing the academic Unirider bus pass	Annual report
Number of passengers boarding at bus stops around the campus and time of day	Annual report
Number of passengers using the Campus Shuttle compared to days of week and time of day (split booked and walk ons directions of travel)	Quartile and Annual report
Number of passengers boarding the Campus Shuttle compared to location or bus stop (split booked and walk ons directions of travel)	Quartile and Annual report
Reason of travel compared to type and number of passengers (split between booked, walks on direction of travel)	Quartile and Annual report
Number of coaches booked and used for business travel, including emission details and miles travelled to demonstrate CO2 emissions information	Annual report
Carbon emission produced by business travel miles compared to type of vehicle. Including details of the number of people using each mode of transport	Annual report
Record number of university fleet vehicles and the CO2 emissions produced by each vehicle	Annual report
Number of fleet drivers, number been trained and completed the processes to comply with the Driving at work Policy	Quartile and Annual report
Number of Transport team Social Media followers	Quartile and Annual report
Number of people registered to receive the Transport team E-newsletter	Quartile and Annual report
Record performance usage of the transport webpages	Quartile and Annual report
Number of events and type of promotions that assist with encouraging travel by sustainable transport	Quartile and Annual report

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6.4 Contingency Measures

6.4.1 Appropriate contingency measures may be required if progress towards targets is not satisfactory. The contingency measures will directly relate to the specific issues identified in the monitoring report.

6.5 Summary

6.5.1 This TP is not intended to be a static document but is intended to be a 'living document' that is updated as required through the lifetime of the plan.

6.5.2 The success of the TP will be monitored through quartile and annual reports. The TPC will then produce a monitoring report based on the findings of the quartile and annual reports. A review of the monitoring report will highlight whether contingency measures will be required in order to meet the TP's aims and objectives.

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7 Action Plan

7.1 Summary Actions and Aims Plan

7.1.1 The Action Plan provides a table of the key measures to be implemented, along with timescales. This action will be specific, measurable and achievable, with responsibility given to different transport team members to ensure that the projects are fulfilled and/or establish with colleagues from across the university. The following actions are split into 7 categories:

- Car share actions
- Traffic management actions
- Public transport actions
- Smarter learning & working actions
- Marketing and communications actions
- Staff business travel actions
- Cycling and walking actions

7.1.2 An Implementation Action Plan of promotional measures for walking, cycling, public transport use and car sharing is shown in Table 7.1.

Table 7.1 – Proposed Action Plan

Action / Measure	Responsibility	Timescale
Actions / Measures to Promote Sustainable Transport and Better Marketing and Communication		
Develop an annual communications and marketing plan which identifies issues from annual surveys and relates to local and national events	TPC	Ongoing
Investigate the potential to develop a Kent-wide sustainable travel working group with other academic institutions	TPC	Within 2 years of TP implementation
Continue to promote all sustainable travel discounts available online, in leaflets and at events	TPC	Ongoing
Continue to attend staff and student events to promote the TP and sustainable travel	TPC	Ongoing

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Action / Measure	Responsibility	Timescale
Continue to provide social media communications about transport and sustainable travel on the Campus	TPC	Ongoing
Continue to provide an E-Newsletter with transport and travel news and updates	TPC	Ongoing
Continue to provide new students and staff with a Travel Pack highlighting the sustainable travel options available	TPC	Ongoing
Display noticeboards within staff amenity areas and areas popular with students that includes details on walking, cycling, public transport and car sharing opportunities, together with promotional material on upcoming Campus travel events and activities	TPC	From TP implementation
Ensure that the TP is a topic discussed at staff management meetings, and ensure the TPC is in attendance	TPC	From TP implementation
Reintroduce University Sustainable Travel Day	TPC	Within 3 months of TP implementation, and annually thereafter
Actions / Measures to Promote Walking and Cycling		
Update pedestrian wayfinding maps across the Campus	TPC / The University	Within 6 months of TP implementation, and ongoing
Develop an online application to access lockable cycles and record bikes being used on campus	TPC	Within 1 year of TP implementation
Review street lighting on walking and cycling routes on campus to establish if / where improvements are required. Make improvements where necessary	TPC / The University	Within 6 months of TP implementation, and ongoing

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Action / Measure	Responsibility	Timescale
Review walking and cycling routes on the Campus and locally to understand if improvements are required. Investigate the possibility of improvements where necessary. This includes maintaining of surfaces, signage and ensuring maps and information are up to date	TPC / The University (may involve discussions / input from local authorities)	Within 1 year of TP implementation, and ongoing
Investigate the potential for a bike hire scheme on the Campus	TPC	Within 6 months of TP implementation
Establish if there is a need for electric bike charging points, and provide them if necessary	TPC / The University	Within 6 months of TP implementation, and ongoing
Review current shower and changing facilities and identify if any improvements or additional facilities are required. Ensure these are properly promoted and signposted	The University	Within 3 months of TP implementation, and annually thereafter
Investigate the provision of free to use cycle repair equipment for staff and students	TPC	Within 3 months of TP implementation
Continue to provide a weekly term time Dr Bike service to provide free bike checks and ensure bike safety	TPC	Ongoing
Continue to support the national Cycle to Work scheme to encourage staff to purchase a bike tax-free through salary sacrifice	TPC	Ongoing
Investigate partnerships with local bike shops to provide discounts on new bikes and / or accessories for students and staff	TPC	Within 3 months of TP implementation
Promote national campaigns to staff such as “Walk to Work Week” and “Cycle to Work Day”	TPC	From TP implementation
Investigate the interest in a Medway campus Bicycle User Group (BUG) to tie into the Canterbury campus BUG (KUBUG) and set one up if necessary	TPC	Within 3 months of TP implementation

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Action / Measure	Responsibility	Timescale
Actions / Measures to Promote Public Transport Use		
Develop an online application to apply for staff discounted bus passes	TPC	Within 6 months of TP implementation
Enhance the promotion of the bus online information for real time disruption information and journey planning resources on the website	TPC	Ongoing
Develop a partnership with local train service providers and investigate opportunities to provide discounted tickets or season tickets to staff and students. Investigate the feasibility of allowing staff to purchase rail season tickets through salary sacrifice	TPC	Within 6 months of TP implementation
Investigate the improvement of seating and lighting at bus stops on the Campus	TPC / The University	Within 3 months of TP implementation
Work with Arriva to introduce external information boards where viable	TPC	Within 6 months of TP implementation
Investigate the possibility of offering new staff one week's subsidised bus or train travel as a 'taster' if there is a suitable service available for their journey to work	TPC	Within 3 months of TP implementation
Investigate the possibility of providing subsidised bus tickets and the feasibility of staff paying for bus season tickets through salary sacrifice	TPC	Within 3 months of TP implementation
Continue to promote the free campus shuttle bus between the Canterbury and Medway campuses	TPC	Ongoing
Actions / Measures to Promote Car Sharing		
To implement car share permits onto online parking permit system	The University	Within 3 months of TP implementation
Investigate the potential to introduce designated car sharing bays	The University	Within 3 months of TP implementation

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Action / Measure	Responsibility	Timescale
Investigate car share incentives for regular car sharers	TPC	Within 3 months of TP implementation
Investigate the provision of a guaranteed ride home service to car sharers needing to get home in an emergency	TPC	Within 3 months of TP implementation
Continue to provide lower parking charges for car sharers	TPC	Ongoing
Continue to promote the car sharing portal on the University website	TPC	Ongoing
On the starting of a new student or staff, seek to 'match' them with an existing or other new member of staff or a student with a similar postcode or journey to the Campus	TPC	From TP implementation
Actions / Measures to Promote Smarter Learning & Working		
Investigate the potential to encourage and provide the means for staff homeworking and flexible working hours where viable	The University / TPC	Within 3 months of TP implementation
Continue to develop IT facilities which provide online learning and virtual learning environments	The University	Ongoing
Continue to develop IT facilities which enable remote meetings such as teleconferencing	The University	Ongoing
Investigate the possibility of providing learning hours which eliminate the need for travelling at peak times (08:00-09:00 & 17:00-18:00)	The University	Within 1 year of TP implementation
Actions / Measures to Promote More Sustainable Business Travel		
Investigate the possibility of introducing a Car Club / pool car to reduce the reliance of staff on their own cars for business travel reasons	TPC	Within 6 months of TP implementation

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Action / Measure	Responsibility	Timescale
Continue to provide increased mileage claims for staff expenses for car sharing with another member of staff (an additional 5p/mile/passenger)	The University	Ongoing
Continue to provide mileage claims for staff cycling for business reasons (20p/mile)	The University	Ongoing
Update the Travel Policy and Travel Expense claim policies and procedures to assist with reducing reliance of staff on their own cars for business travel reasons	The University / TPC	Within 6 months of TP implementation
Actions / Measures to Manage Traffic on Campus		
Ensure the permit application system captures data to establish the approximate carbon emissions for commuting to and from the campus	The University	Within 3 months of TP implementation
Look into the possibility of developing Park & Ride sites with other institutions and employers locally	TPC / The University (will involve liaising with local institutions and employers as well as the local authority)	Within 2 years of TP implementation
Investigate the possibility of introducing electronic signs at the entrance to the Campus displaying the number of car parking spaces available in each location	TPC / The University	Within 1 year of TP implementation
Investigate the potential to provide electric vehicle charging points if demand requires	TPC / The University	Within 3 months of TP implementation
Continue the student parking exclusion zone which restricts students living within certain postcodes in the area to park on campus. Investigate the possibility of implementing the same process with staff	TPC	Ongoing

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Action / Measure	Responsibility	Timescale
Continue to monitor the capacity of campus bus stops in relation to the number of buses using these	TPC	Ongoing

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Appendix A Bus Route Map

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Appendix B Postcode Plot Map Compared to Public Transport Travel Times

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Appendix C Postcode Plot Map Compared to Walking Travel Times

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Appendix D Postcode Plot Map Compared to Cycling Travel Times

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Appendix E Postcode Plot Map Compared to Driving Travel Times

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